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ABSTRACT

The Pew Partnership works with local and national partners to design and implement new solutions to social problems, analyze local leadership for action, and research and disseminate cutting edge strategies for urban improvement. Interviews were conducted with 65 people in 9 communities participating in the Pew Partnership to examine their ways of looking at collaboration. Emerging from these interviews are eight key factors: (1) currency of ideas; (2) measuring success; (3) dimensions of diversity; (4) strong leadership; (5) working norms; (6) value of outsiders; (7) community relationship; and (8) community time. Taken together, these factors convey the importance of having a certain mindset that shapes a collaboration. Perspectives of the community leaders interviewed are reported for each of the eight factors. (SLD)

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Pew Partnership

The mission of the Pew Partnership is to build stronger communities. We work with local and national partners to:

- design and implement new solutions to tough problems
- catalyze local civic leadership for action and
- research and disseminate cutting-edge urban strategies.

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INTRODUCTION

THIS IS A STORY ABOUT a group of modern-day American explorers. They have not done the ordinary bit as explorers, such as combing the moon to find some new mineral, or discovering a new species, or planting a flag on some distant mountain peak. Rather, they have gone to the depths of our communities, right where they live, exploring what it means for people to collaborate in seeking to address their common challenges.

Planned Serendipity, prepared by The Harwood Group for the Pew Partnership, unveils some familiar horizons, albeit through the eyes of these modern-day explorers—citizens, collaboration leaders, elected officials, business people, local funders, and others. The Harwood Group interviewed sixty-five people in nine communities participating in the Pew Partnership and captured their way of looking at the world. These pages provide us with a lens to see collaborations in a new way.

The Harwood Group interviewed these Pew Partners about why their collaborations started and how they took off; about the opportunities they could see, and the obstacles they would face; about their frustrations and their victories. Through careful probing and reflection, The Harwood Group uncovered and pieced together what these individuals came to value in terms of what really makes collaborations work. Emerging from these conversations are eight key factors, whose essence conveys the importance of having a certain mindset, of holding a certain perspective that in turn shapes and molds a collaboration. Indeed, The Harwood Group has learned that the secrets to collaborating lie beneath the all-too-familiar, which we hear so much about when talking about collaborations: a focus on process, procedures, recruiting members, time lines, evaluations, communications.

Planned Serendipity provides us with a new escort through well-traveled byways. It is a companion in collaboration rather than a collection of how-to tips. It captures the voices of community explorers who bear witness to the power of ideas, the possibility of change, and the uncharted territory in our midst. ~

"Sustainable community building is not about fireworks, but hard work. The Pew Partners have proven results for their hard work, innovation, and trust in the collective power of citizens to meet the challenges of this century and the next."

Suzanne Morse
Executive Director, Pew Partnership

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Albany, Georgia

Creating New Learning Environments for At-Risk Youth

This community-wide partnership provided at-risk adolescents with an intensive academic intervention through the school system, an internship program to increase job skills, an arts component to build self-esteem, and an outreach initiative to identify family concerns.

Charleston, South Carolina

Reaching Children and Families: The Civic Forum

The Civic Forum, a coalition of business, government, non-profit, and neighborhood representatives, addressed the well-being of children and families while developing a mechanism to meet other community challenges.

Charleston, West Virginia

Family Resource Centers: The Community Engaging Families

This collaboration between social-service providers, schools, and local and state governments has established model Family Resource Centers in accessible locations, such as neighborhood schools, community centers, and public-housing developments.

MIRACLES IN THE MAKING

Listen to people who have worked on a successful or meaningful collaboration, and their stories and words often take on the aura of miracles in the making. People often wonder aloud about how something came about, how all the obstacles were overcome. In one conversation after another, the Pew Partners would tell their stories using words like "luck," "fate," "perfect timing," "convergence," and, yes, "a miracle."

But as the partners' stories unfolded over time, and The Harwood Group searched for ways to piece them together, it became clear that the Pew Partners were not talking about their collaborations as a sequence of random happenstance; instead, these collaborations literally *made* their own magic. The Pew Partners sometimes, even often, did not set out intentionally to create the right conditions for such magic to occur, but, in retrospect, they could identify what made it happen. We call the ability to create such magic through your own actions *planned serendipity*. Here are the eight *Planned Serendipity* factors The Harwood Group uncovered in our conversations with the Pew Partners:

Collaborations that find a home within a community, start with an **idea with currency**. These ideas capture people's imagination, speak to them at their core, move them to act. But these ideas are not produced willy-nilly, with some kind of uncanny luck, nor by identifying a catch-phrase or slogan, simply based on a one-time poll or hunch. Rather, ideas with currency bubble up from the community and are captured just at the moment when they are ripe. That is what creates their magic.

The Pew Partners view what it means to **measure success** beyond the traditional lens of just seeking to fulfill objectives set long before their work began—they aggressively seek to learn through the course of their work and then adapt to new situations. They are concerned with success in terms of making progress, identifying new insights, and revealing what is truly valuable about their work. Such lessons could never have been known before starting the journey, but they can be found along the way by creating the right conditions.

Pursuing diversity, we were told, is essential to an effective collaboration. But creating the right kind of diversity takes thinking about diversity in its broadest sense. Surely, this includes focusing on race, ethnicity, and age, but it is also about deeply understanding the experiences, points-of-view, and perspectives that live within a community. In pursuing this approach to diversity, the Pew collaborations were able to break free from tired and worn-out ruts, old arguments, stalemates. They could view reality with greater clarity and a new sense of vigor and harness the ability to create productive actions.

While we found that diversity in the broadest sense is important, we also heard about the significance of strong leadership. At the start of every Pew collaboration was a small core group of leaders who sparked, and then led, the collaboration. Through their actions, vision, energy, and commitment, this small group often created a collaboration's planned serendipity. Strong leadership, we were told, must be exercised throughout the life of a collaboration. Any notions that a consensus process, or a so-called leaderless approach, can take its place will only generate unplanned chaos.

Learning to work together was one of the toughest hurdles that each of the Pew collaborations had to overcome. Their challenges included turf battles, wanting credit, an unwillingness to share resources, a reluctance to move beyond the superficial. When looking back on their experiences, the Pew Partners told us about the importance of something that might be called norms—shared ways for working together. At times these norms were explicit; other times they went unspoken. In either case, we learned that norms can be actively generated, setting forth essential conditions for serendipity to occur. But beware: creating shared norms is not about setting tactics, but rather an approach, indeed a mindset, to engaging in a collaboration.

Another source of serendipity we uncovered is the role of an "outsider." But the Pew collaborators spoke explicitly about the value of outsiders. To them, the Pew Partnership served as a catalyst to bring people together, encouraged folks to take risks, allowed people the room to learn and to

Danville, Virginia

Southern Virginia 2000: Strengthening the 21st Century Workforce

As a regional workforce-development consortium, Southern Virginia 2000 implemented a comprehensive, long-term strategy, involving business, education, and citizen representatives, to identify employer needs and to prepare the workforce for the demands of a diverse and changing economy.

Eugene, Oregon

Networking for Youth: A Community-Wide Mentoring Program

This broad-based coalition between business, labor, schools, nonprofits, and social-service agencies mobilized a wide array of individuals and organizations to invest in young people by developing a model community mentoring program.

Fargo, North Dakota/ Moorhead, Minnesota

Creating Opportunity Through Diversity

Through a regional collaboration between Fargo, North Dakota, and its adjacent city, Moorhead, Minnesota, citizens addressed the opportunities and challenges of an increasingly diverse population by implementing extensive educational and outreach strategies to promote understanding of the different cultures in the region.

Longview and Tyler, Texas

Regional Collaboration and Leadership Development

These two East Texas cities joined together to organize neighborhoods, to develop regional and grassroots leadership, and to mobilize both communities to work for change.

Peoria, Illinois

BUILD PEORIA!
Life Skills for Young Adults

By educating and employing disenfranchised youth, this inclusive partnership responded to young adults' immediate concerns about job opportunities, while developing a long-term, comprehensive strategy to reduce risk-factors for the youth of the community.

Pine Bluff, Arkansas

Creating Positive Environments for Young People

This coalition of the schools, the youth-service providers, and the city responded to the concerns of young people by creating more avenues for youth and adult communications, and by expanding opportunities for children and adolescents in the community.

discover what was important in their work. The role of the Pew Partnership also can be played by a hometown group that enjoys a certain kind of credibility and authenticity. But whether physically apart from a community, or from within, the value of outsiders, like the Pew Partnership, is that they create planned serendipity by the conditions they set.

There is an inkling in our conversations that magic can be generated in a community by a collaboration forging a Relationship with the Community. In fact, many of the Pew Partners told us that they wish they had established much stronger and deeper relationships with their communities—to learn more from their community, to engage more people, to marshal more resources. When these things occur, the Pew Partners say, unexpected, unannounced, and unpredictable benefits emerge. The fruits of such serendipity can be planned.

Last, but not least, is the factor of Community time. So many of our civic initiatives start based on time lines and goals set up in a vacuum—with too little regard for the natural rhythms of a community. There is much to be gained by learning about a community's history; about the depths of its challenges and how much progress can be made in a given time; about what will come after the spurt of action around a civic initiative; about how long it can take to find an idea with currency, to build a core group of leaders or to establish a relationship with the community. In one interview after another, the Pew Partners referred to time and timing. Planned serendipity occurs when we understand a community's rhythms, work with them, even accelerate them. More times than not, serendipity gets choked off when we choose not to pay attention to a community's own pace.

Surely not every Pew Partner that The Harwood Group interviewed talked about each of these eight factors with the same words or based on the same experiences; nor did they realize each factor with 100-percent success. In fact, by design, the Pew Partnership was about experimenting—to try and fail and try again; to learn from mistakes; to find out what was valuable about

collaborating. From the Pew Partners' experiences, both their mistakes and their many successes, they discovered for themselves what many of us need to see, understand, and work at if our own collaborations are to flourish: the importance of pursuing planned serendipity.

THE WORK AND ITS MEANING

The possible result of pursuing this kind of mindset is to transform a community over time, to create a lasting legacy. Indeed, as the Pew Partners look back on their experiences, they talk about what it means not just to address problems, but to leave such a legacy.

Their discussion of legacies was remarkably similar. They talked about the importance of changing the very nature of how a community sees itself. How it understands and defines its challenges. How people come to work together to address those challenges. It is about changing "the way things get done."

The work of the Pew collaborations did result in new homes, cultural programs, more mentors, new jobs. But, the Pew Partners say, there is more to see and know. They came to believe that leaving a legacy of how public business gets done is vital, so that others, after them, may be able to meet future challenges in different ways.

On the following pages, the eight factors of planned serendipity are described. Through the eyes of the Pew Partners, we explain what each factor means, why it is important, and how it tends to play out in a community.

As you read these pages, remember that this story, called *Planned Serendipity*, is not just about the Pew Partners; it is for citizens across America interested in moving their communities forward. It is about each of us being explorers ourselves in our own communities. The next step is ours to take.

Rapid City, South Dakota

Native American Mentoring and Youth Peer Counseling

Building on models of cultural and peer mentorship, this partnership between two community nonprofits focused the attention of civic leaders on the challenges facing all young people in Rapid City.

Santa Fe, New Mexico

Creating Affordable Housing and Preserving Community

This coalition between the city, regional financial institutions, and local nonprofits increased the supply of affordable housing and preserved mixed-income neighborhoods in a community where dramatically escalating real-estate values are displacing long-time residents.

Waco, Texas

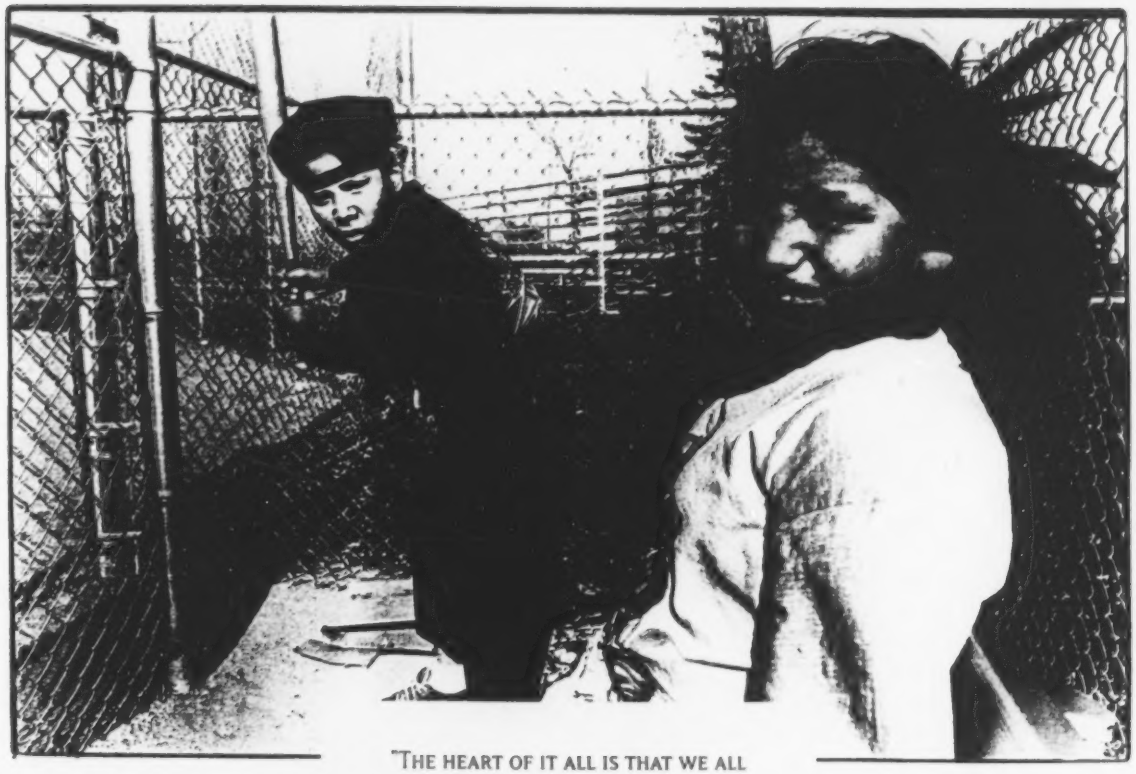
Lighted Schools: Mobilizing the Community for Youth

This comprehensive community initiative opened neighborhood middle schools after hours to provide primary health care, cultural enrichment, and recreational opportunities to middle-school students and their families.

Western North Carolina

HandMade in America: A Regional Community Development Strategy

This broad-based coalition in Western North Carolina implemented a 22-county community-development strategy based on the unique history of the region as a center for handmade crafts.



"THE HEART OF IT ALL IS THAT WE ALL REALLY THOUGHT WE WERE HELPING KIDS. IT ALL BOILED DOWN TO, 'THIS WILL BE GOOD FOR CHILDREN AND OUR COMMUNITY IN THE LONG RUN ... .' THERE WERE TIMES WHEN WE WOULD HAVE SOME DIFFICULTIES WITH EACH OTHER, BUT THERE WERE NEVER THINGS WE COULDN'T GET BEYOND."

Leonard Allen

Principal, Elk Elementary Center

Charleston, West Virginia

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Listen to how people talk about

collaborations, and you will hear them say they

want to make something happen. To improve

housing or the local economy, to change

conditions surrounding youth. But what moves

people within a community to act, to engage in the

hard and often arduous work of a collaboration?

No doubt there is a need for plans and strategies

and organization, but none of these, or other

elements, can replace the essential need for

ideas that have currency.

"The idea was so good and big enough that the idea held strong [even] when personalities and tempers flared. People struggled, and people got mad at each other, ... [but] the idea became stronger and bigger than the individuals."

Becky Anderson
Executive Director,
HandMade In America
Western North Carolina

IDEAS MUST BE RIPE

Think back to a time when you have been moved to-action by something big. Usually there is an idea at work—one with enough currency that it touches your aspirations, reflects your deepest concerns, captures your imagination. It taps into an existing reservoir of beliefs and emotions and thinking.

Ideas with currency have a ripeness about them—their time has come. They have passed through an incubation period, which perhaps has lasted years, and then finally found their full articulation. In Longview and Tyler, Texas, for instance, people told The Harwood Group that a collaboration took off because it embodied "passions we were already pursuing." Ideas with currency have been floating around a community; people have had some time to learn about, mull over, explore, test, shape, and reshape them.

The brilliance of an idea with currency is that when people hear it, they often say, "That makes perfect sense," or "This is an idea whose time has come," or "It seems so obvious now; I wonder why we didn't think of that before?" These are the phrases the Pew Partners told us they could hear in each of their communities.

Indeed, ideas with currency do not pop up overnight or all of a sudden come out of nowhere. They do not miraculously form when a few people get together in someone's kitchen or board room to craft a "logical and analytic proposal" for a collaboration. Nor do they come simply from a single individual who happens to believe in an idea with all his heart—in the end, that person may be a community of one. Neither is this about imposing an idea on a community from the outside—crafted by people in a distant place who made a decision at a particular time.

None of this, of course, is to suggest that some ideas with currency will not meet with resistance; they do (see "What About the Tough Ones?" box). But, overall, such ideas—when captured just right, and with a sense of timing—serve to engage people, to move them to want to become a part of something larger than just themselves. As one man from Western North Carolina put it, "If your vision is large enough, and your premise is big enough, everyone can see where their own initiative ... has a place within this overall umbrella."

A DEEP UNDERSTANDING

At the essence of an idea with currency stands a deep understanding of a community. Of how people experience a challenge in their daily lives. Of what that challenge means for them and for others within the community. Of how people talk about it—how they connect their different concerns, the words and symbols they use to capture their thoughts, what gives rise to their fears and aspirations.

One woman from Albany, Georgia, said she knew the youth job program she was involved with would work because, in her own words, "I listen." She continued, pointing out, "I do a lot of assessments [of] our young people. I have community boards, advisory boards, gather committees for different things. So it was that 'environmental feedback' kind of thing." There is a certain wholeness about what we know when we have a deep understanding of a community.

This is why ideas with currency find their origins within the community. Often they are borne out of a genuine threat within the community, or an unmet need or void that people are itching to address. A few Pew Partners described "crisis" situations that galvanized people around certain issues. When an idea has currency, it possesses a kind of staying power.

Ideas that emerge in one community, of course, often sound similar to those found in other communities, but ideas with currency usually are not replicas of anything that has gone before, or that have been lifted from "America's catalog of ideas." When people do turn to this catalog, their collaborations often flounder, have little "traction," start and then fall by the wayside. There is a vast difference between mimicking another community and learning from it; those that learn, rather than mimic, ultimately pursue the course that makes the most sense for their community.

CREATING MEANING

The Harwood Group also discovered in our interviews just how critical it is that ideas with currency do not arrive fully formed. One of the essential ingredients in the process of forming a collaboration, we discerned, is the constant interplay that must occur, over time, between an idea and its meaning for a collaboration's work. While the idea will offer a sense of "what can be," exactly what that might mean or look like will still need to be fleshed out.

We see this interplay throughout the Pew collaborations. For example, a group of folks in Western North Carolina had a vision for economic development for their region. They knew they wanted to bring the area's arts and crafts traditions to the forefront of the economy, generating wealth for the region and recognizing its craftspeople. But instead of imposing on the entire region a detailed program created in Asheville, the traditional economic center, they set out to talk to groups of craftspeople and other interested citizens across the state about the best way to flesh out the idea. They listened to people's aspirations for their communities, along with their fears about being "used," and they planned their collaboration based on what they learned and heard.

As the process for fleshing out an idea occurs, a hidden process also is at work. The idea itself gets refined—it becomes clearer and cleaner, all while its

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"Allow the outcome to be what it will, but support the objective of the collaboration and allow that to lead all you do."

Bruce Tinker
Managing Artistic Director,
Fargo/Moorhead Community Theatre
Fargo, North Dakota/
Moorhead, Minnesota

very essence remains true. And as the idea sharpens, the substance behind it—what it looks like, how a collaboration will act—will constantly go through a shaping and reshaping process. This process took a good year to unfold in Western North Carolina.

A NEW LENS

An idea with currency also provides an important new lens for people to view the collaboration, and for the collaboration to think about its work. A Pew Partner from Fargo, North Dakota/Moorhead, Minnesota, noted, "Allow the outcome to be what it will, but support the objective of the collaboration and allow that to lead all you do." Without that lens, the collaboration can feel like a mere collection of activities, rather than a true collaborative effort. For instance, Rapid City, South Dakota's initial collaboration, the Civic Change Board, struggled early on to define itself and eventually was absorbed by S.A.V.E. Rapid City, an anti-violence project. According to several Pew Partners in that community, S.A.V.E. Rapid City tapped many of the same people and had many of the same goals as the Civic Change Board did, but its strong mission made it more of a "direction setter" than the Civic Change Board.

The Pew Partners reported that the currency of an idea helps to attract and keep people who share a common idea. But it also, importantly, helps to "shed" those who realize the direction of the collaboration does not suit them. This process is natural—indeed, we found in our interviews that it is important—to keep the collaboration going. Many Pew Partners described a "coming and going" period at the beginning of their collaborative's life. It is essential to allow that process to unfold.

A shared sense of an idea further helps people who do stay engaged to keep going during difficult times, or in the face of decisions with which they may disagree. Folks in Western North Carolina said that the idea driving HandMade in America helped to keep people together. "The idea was so good and big enough that the idea held strong [even] when personalities and tempers flared," one Pew Partner there recalled. "People struggled, and people got mad at each other, ... [but] the idea became stronger and bigger than the individuals."

what About the Tough Ones?

The most contentious and intractable issues—such as race relations or economic disparity—may not "feel" as if they are ripe in the eyes of the community. Many folks in the community may be inexperienced in dealing with the issues, or even reluctant to do so. If you still decide to tackle such issues because of their importance, know that you may need to spend considerably more time refining the idea and letting it sprout roots before you try to "do" something major. Indeed, much of your collaboration's work may be about reaching agreement on the nature of the challenge rather than about implementing solutions.

Tackle the tough issues with your eyes wide open. Ask yourself:

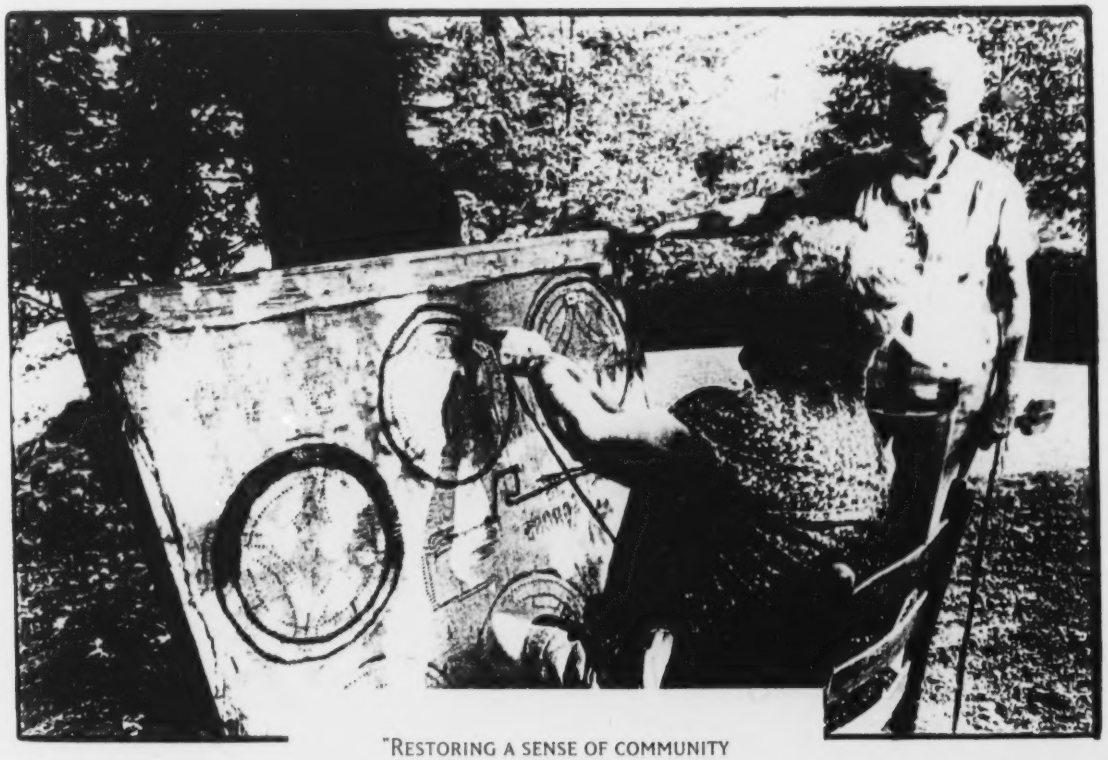
What are people's "starting points" on this issue? How do they talk about the issue? What connections do they make to other concerns? What is the context of this issue for people?

In people's minds, what is this issue really about? What values do people hold when it comes to the issue? What values seem to be in conflict—within themselves and among people?

What concerns or emotional barriers might people have about the issue? What is behind those concerns?

What do people need in order to see and feel a connection to the issue? For example, what may it mean for them in their lives?

What opportunities are there for people to talk about and explore this issue? What further opportunities might need to be created?



"Restoring a sense of community is the most important thing we could be doing. ... I appreciate not having to speak too quickly about cause and effect. It gives you the opportunity to stay the course until you learn something."

Alice Day

Program Manager,

Longview Drug Task Force

Longview, Texas

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At the end of almost anything we do is the question, "Did we succeed?" It brings to mind the old phrase, "Let me count the ways ... ." When it comes to gauging the success of a collaboration, whether at the end of its work or as that work unfolds, a common reflex—the way we do business—is to set objectives and then count the number of ways those objectives have been fulfilled or not. But is that approach alone the best way to measure success? Over the course of our interviews with the Pew Partners, it became clear they had come to define success in fundamentally broader ways, which ultimately had everything to do with their ability to learn and make things happen.

"There is an understanding that things change and that I need to change with that. ... [We were] able to come to the table to say, this has not worked as well as I thought it would, so we need to look at this. ... Changes came about because we felt the need."

Teresa Merriweather-Orok
Assistant Professor of Public Administration, Albany State University, and Project Director of the ASU Public Service Internship Program
Albany, Georgia

FRAME OF REFERENCE

The Pew Partners told us that success is about more than just seeking to hit specified targets or reaching a project's bottom-line goal—such as, did the collaboration in Rapid City, South Dakota, find mentors for Native American youth; or in Santa Fe, New Mexico, increase the stock of affordable homes; or in the Fargo, North Dakota/Moorhead, Minnesota area, break down cultural barriers between ethnic groups? No doubt it is essential to keep these objectives at the forefront of an initiative and to "measure" their progress. And for many Pew Partners, hard numbers have been important indicators of success. One woman from Albany, Georgia, put it this way: "I just wonder how much of a difference are we really making. You need to be able to put your hands on proof."

But most of those in the Pew collaborations said that over the course of their work, their sense of how to think about success evolved. They asserted strongly that measuring success must extend well beyond how effective a collaboration is in hitting specific targets; it also must be centered around learning. To know what is taking place around you and then to constantly adjust. To be highly reflective, while maintaining a sense of movement and progress. To take a close look at what you are doing and admit when things do not go right, and then to try another way. To discover new ideas or ways of understanding a challenge, and to be willing to heed those discoveries and then perhaps change. While the goal stays constant, what it means to get there does not.

Folks in Albany, Georgia, pursued this kind of learning. It took them three tries to set up an outreach program for parents before they found a model that worked. Said one Albany, Georgia, person: "We kept trying because we believed so strongly that parents were the key. ... We had to admit, 'what we did, didn't work—so let's try it this way.'"

And a woman from Charleston, West Virginia, observed that the Pew Partnership encouraged the collaborations to embrace a different frame of reference when it came to measuring success: "Pew believed in civic change and didn't make us bean count," she said. Instead, a West Virginia woman told us, the collaboration began to focus on such areas as these: "How the people were interacting differently in your community. How you were getting people involved. What is this doing for the sense of volunteerism. How is this [work] re-creating community." "All results," she explained, "aren't countable."

All this is not to suggest that quantitative measures have no place—*surely they do.* But they must be used in a way that does not force collaborations, as in many projects, to focus too much on reaching pre-determined measures, instead of focusing on fulfilling the collaboration's overall mission.

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MINDSET

Surely there are techniques that are important to have in order to pursue a learning process. But at the core of learning, said the Pew Partners, stand two key dimensions that countless techniques can never fulfill: the need for a certain mindset, and the need to create the right environment in which that mindset can flourish. One man from Eugene, Oregon, said, "Look at how much time we spend on straight intervention efforts, playing catch up. Let's spend more time on strategies for civic change."

Mindset, in the context of measuring success, concerns how we *think about* success. Many of those interviewed for this study focused on successes that, they said, could not have been predicted when their collaboration got underway, or even after some time into the work. Rather, they came to define much of their success as they came to learn about what was *valuable* in their work. Almost all the Pew Partners told us that they came up with new and better project or program ideas as they went along.

Take the creation of the Center for Craft, Creativity and Design in Western North Carolina. It was not part of the original plan but was developed because the collaboration learned what was important to people, and it became a reality only because the collaboration had the flexibility to make mid-course adjustments.

Santa Fe, New Mexico, offered another aspect of how we think about success differently. A couple of collaborators there told us they had a sense that their collaboration was "too successful too fast." Early on they received much praise for their accomplishments. Yet they did not have time to set up systems throughout the community that they knew were essential to support their work in the long run. They believed their early results were still tenuous, not yet deep enough.

Our Santa Fe, New Mexico, partners told us that pursuing learning means never resting in the glory of success. For example, praise or awards or even national recognition can be a delusional tonic that allows us to believe our work is done—long before it actually is. It takes a strong sense of vigilance to keep pushing to learn more, to do better, to make a greater difference.

PUTTING IT TO WORK

While there is no formula for creating a learning environment—indeed each will take a somewhat different form depending upon the collaboration and who is involved—The Harwood Group did learn that certain elements seem to be ever present.

One key element is providing room for trial and error. According to one person in Tyler, Texas, "It's messy business and it's not easy." He said, "You can count on screwing up a couple of times ... before getting it right." That is just

"It's messy business and it's not easy. You can count on screwing up a couple of times ... before getting it right."

The Rev. Dr. David A. Galloway
Tyler Leadership Foundation
Tyler, Texas

what the Cultural Diversity Project in Fargo, North Dakota/Moorhead, Minnesota, did—gave itself room to "screw up a couple of times." Dealing with the issue of diversity was fairly new to the community. The collaboration first had to figure out where specific diversity issues were lodged within the community: for instance, in education or employment or arts and culture—or in each of them and, perhaps, in others, too. Unable to predict with any certainty which direction to go, they offered a variety of entry points for citizens and waited to see which ones were the most important.

The Pew collaborations told us that the more reflective they were, the more they could do. "You stir the pot and know there's chicken, but you don't stop and ask yourself why the soup tastes good," said one Pew Partner from Albany, Georgia. Of course, this may sound obvious, but how many collaborations (or, for that matter, organizations) create this kind of room for reflection and learning? Another Pew Partner from Albany, Georgia, captured the sentiments of many who were interviewed for this study when she said, "Lots of times when people talk about their programs they talk about all these positive things. But for us everything has not been positive. You have to learn from those negative situations, those challenging situations, and move on."

Indeed, most of the Pew Partners said the environment of the entire Pew initiative was not to hide their troubles or problems but to experiment and make constant adjustments. One woman from Longview, Texas, put it this way: "I appreciate not having to speak too quickly about cause and effect. It gives you the opportunity to stay the course until you learn something."

Another thread running throughout the interviews, one important to creating a learning environment, is the notion that "we are all in this together." As one man from Charleston, West Virginia, observed:

> *You go into it with an attitude of: 'in order for this to be successful, we all have to be successful.' You know, it's like we sink or swim together. If this is successful, it's going to be reflected on all of us. And if it goes under, it's everybody's problem.*
>
> *I guess we had this sense of interdependence going into it. I'm not saying there weren't difficult times. There were. But we got beyond them.*
>
> *We all need to feel that what we do is making a difference. People felt ... that this was a new and different way to look at what we all do. And that if we come together, we can be more powerful as a group, than we can as individual organizations out there working on our own.*

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Not having to pretend to have all the answers, the Pew Partners told The Harwood Group, was enormously freeing—it allowed them the time to identify clues that helped them to figure out what was really at the root of their challenges and what they needed to do.

Other Ways to Measure Success

Here are some ideas for gauging your progress:

New centers of strength—Have groups, organizations, and institutions emerged better able to make things happen? Are they seen as strong and stable, having credibility and trust, and being "plugged in" to the community?

New ways for working together—Have people developed new ways to talk to one another? Have different groups found ways to overcome turf battles? Do groups and people trust each other more? Do they look for opportunities to work together even outside the collaboration?

Momentum—Is the work of the collaboration living on beyond the life of the collaborative organization itself? Have others in the community stepped up to take over program operations?

Stronger sense of public mission—Do groups that participated in the collaboration have a greater sense of their public mission and how they relate to other organizations in the community?

A more engaged community—Do people sense greater possibilities for public life? Are citizens able to see a role for themselves in it?

"Folks who were involved ... were not just the folks from ethnically and culturally diverse population groups, but ... also folks who were kind of the decision makers in the community. The corporate community was deeply involved. The media, communications industry was involved, where we had people from the TV stations and ... the leading newspaper. ... And so out of that whole effort came a fairly diverse program."

Vijay Sethi

County Coordinator in Moorhead

Fargo, North Dakota/Moorhead, Minnesota

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Diversity. Some people approach defining this word with great certainty and authority, others with downright fear, and still others with a sense of tentativeness. When the word is actually spoken, people conjure up different definitions, along with different emotions. These Pew Partnership interviews told us that having diversity in a collaboration is a key factor to consider. But they also told us that we must think deeply about its meaning and its application before rushing headlong into action.

"People come at the projects from different angles and they can add more facts, figures, concepts, brainstorming, vision to a particular project than I could. Their occupation, where they were born, what their background is and education, are they a crafter or a business person. ... It brings a different viewpoint and various talents to the various projects and the plan and the vision we want to create."

Jack Cecil

President and CEO, Biltmore Farms, Inc.

Western North Carolina

FIRST THINGS FIRST

The central question surrounding diversity today, according to our interviews, is not so much "should a collaboration be diverse" but rather "in what way?" But when the Pew Partners make this claim, they do not do so as an empty, rhetorical admonition—the likes of which go, "be careful before you cross the street" or "eat your vegetables so you will grow to be strong." How you go about "being diverse" says much about how a collaboration views the world and how others will view it.

These Harwood Group interviews suggest that people should be careful not to rely upon their pre-conceived notions about what diversity means; our reflexes—our habits or conventions, the ways in which we automatically respond—may not always serve us well. There are no set answers to the question "in what way should we be diverse." There is no single template to apply.

Being thoughtful about diversity, according to the Pew Partners, means including the people and groups that are important for a collaboration's work. Those interviewed suggest that diversity is not something to be achieved in one fell swoop, or arbitrarily, by simply releasing to the public a list of people's names and demographic profiles. The need for diversity, indeed fulfilling the call for it, takes being clear on the essence of the work of the collaboration, the context in which that work takes place, and how the work will unfold.

NECESSARY DIMENSIONS

The Pew Partners suggest that there are two dimensions of diversity essential for collaborations to fulfill—demographics and perspective.

Picture in your mind for a moment the people who may need to be involved in a collaboration. Before thinking for too long, what kind of diversity do you automatically picture? Who do you think about? What factors come into play? Perhaps you think of a cross-section of people according to race or ethnicity or age or gender—all of which we have found to be important in the Pew Partnership communities.

According to folks in Rapid City, South Dakota, one of the most positive outcomes of their work was that Native American groups were an integral part of the collaboration. Traditionally on the fringes of the local funding and service community, the participation of Native Americans helped them to gain credibility and access to others in the community. One collaboration leader recalls that "[this work] gave [American Indians] a place at the table ... creating more equity with other organizations."

But the results of this study also make this point clear: seeking to fulfill demographic dimensions alone is not enough. A mixture of racial and ethnic

Deliberating on Diversity

When forming a collaboration, often our first reaction is to reach out to people we already know. Our second reaction is to reach out to everyone else. Resist both. Instead, first ask yourself these types of questions:

What is the makeup of the community in terms of perspectives people hold, as well as demographics? How should these relate to the collaboration's work?

What are the "hidden communities" within this community? What is their relationship to the collaboration? What should it be?

Who can genuinely speak with authority on the challenge we are seeking to meet?

What don't we know about what we are up to? What holes are there in our knowledge of the issue we are addressing or the community, and who can help fill those in?

groups can help to produce a "diverse" collaboration, but diverse in what way? Is it a diversity that reflects the fullness of a community? What possible "hidden communities" might a collaboration also tap into? Other dimensions to consider are diversity of perspective, experience, point of view, or station in life.

In pursuing these other dimensions, a collaboration can create diversity that reaches far beyond demographics. Indeed, when seeking diversity, the Pew Partners told us that it is important to prevent an almost knee-jerk reaction to pick up census data and to go from there. Here is how one man from HandMade in America, the community development arts and crafts collaboration in Western North Carolina, explained it:

> *We want to be better than just reflecting the population statistics. And it's not just gender and race. ...*
>
> *People come at the projects from different angles, and they can add more facts, figures, concepts, brainstorming, vision to a particular project than I could. Their occupation, where they were born, what their background is and education, are they a crafter or a business person. ... It brings a different viewpoint and various talents to the various projects and the plan and the vision we want to create. ...*

Some people can't read a balance sheet. [Others] haven't the foggiest idea how to throw a pot. Another person doesn't understand about the Cherokee Indian Nation. So if you have all those people there, you can put them all together and see how to enhance the project.

THE TIMING DIMENSION

Our interviews suggest that pursuing diversity is also a question of timing. That it is a pursuit that must unfold over the course of a collaboration's life, rather than come to fruition all at once. This is the third dimension of diversity.

For example, our conversations with the Pew Partners suggest that the core group of a collaboration—the handful of people who initially sparked a collaboration—often came together with a common concern on an issue. These core group members were quite alike in terms of values, outlook, vision, trust, and ways of working together. Their similarities helped the group get the collaboration off the ground. But once beyond the initial stages of a collaboration's life, diversity is a key factor—and collaborations must think deeply about its meaning for them. One woman in Santa Fe, New Mexico, said that forming a core group means bringing together a group of people "who actually agree on something." She warns that "you don't want to spend so much time debating and arguing that nothing gets done."

BENEFITS OF DIVERSITY

Those interviewed for this report referred a great deal to the benefits that can result from pursuing diversity—beyond just being able to say that their collaboration was made up of diverse members. They believe that through diversity they generated more creative approaches and solutions to meeting their challenges, for a genuinely diverse group is more likely to have a deeper understanding of the community. It can identify key opportunities and obstacles for its work, and usually find productive ways for the collaboration itself and the larger community to work together.

For example, the folks in Santa Fe, New Mexico, who worked on the Affordable Housing Roundtable linked homeless shelters and home ownership non-profit groups, financial institutions, and local goverment to develop a joint project. One Roundtable member recalls:

The Roundtable gave people a working knowledge of each other's organizations and expanded the resource base that they had to work with. ... Ordinarily [we] wouldn't have much in common with a homeless shelter. It's more of a social-service group, getting jobs, and that kind of thing.

But because we had come to know each other ... I had skills to offer them, and I started to think about what they had to offer me. ...

How Would You Know?

A collaboration can look diverse on paper. But whether it functions well as a diverse group, and to what extent it reaps the rewards of being diverse, are something altogether different. Ask yourself these questions as a way to look at the quality of diversity in your collaboration. This is not a test, but rather an opportunity to take stock.

To what extent have you gained a deeper and richer understanding of the wholeness of the community by engaging new people and tapping into different perspectives, rather than hobnobbing with those you already know?

When decisions are being made about the collaboration's work, how rich is the discussion surrounding those decisions? How varied are the perspectives and points of view of collaboration members, and how is that variation integrated into the collaboration's work?

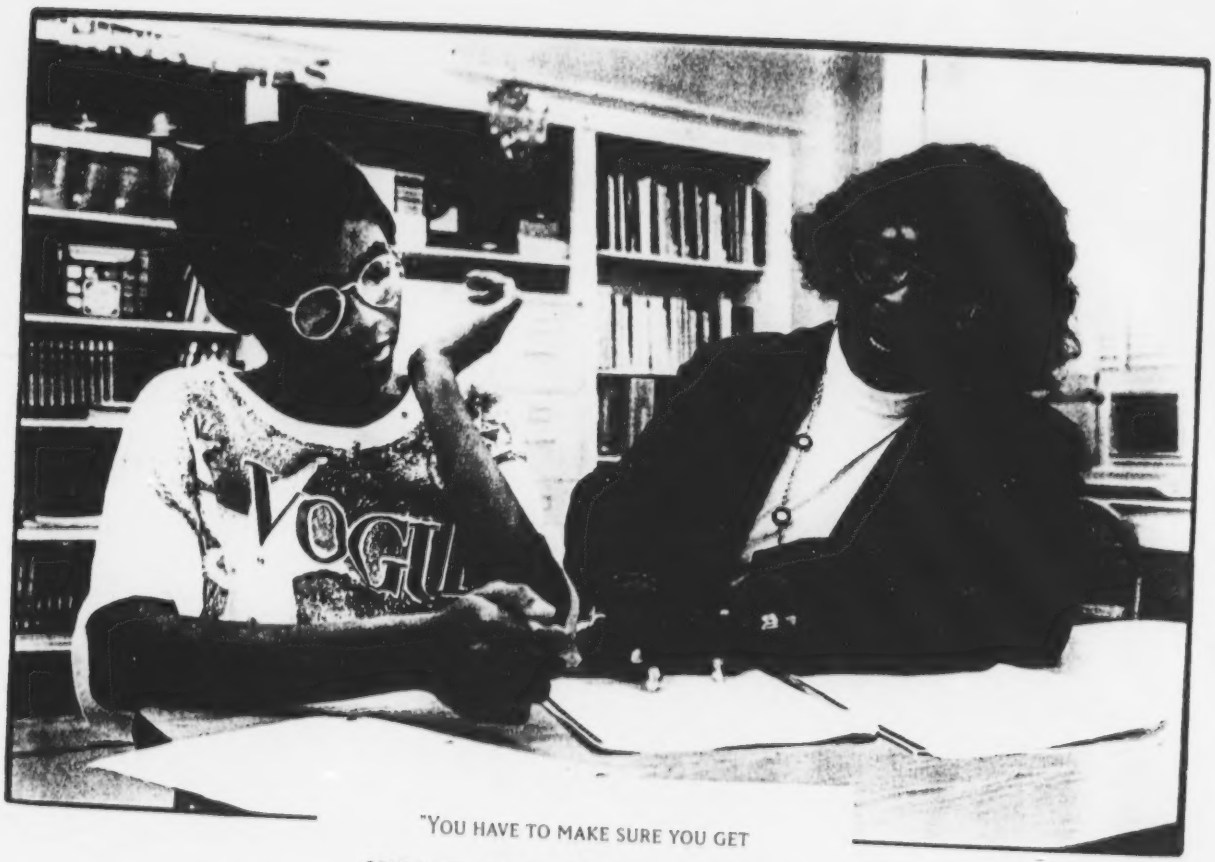
What have you learned about your community that you could not have learned from people similar to yourself? Why are those things important to the work?

What are some examples of important approaches or ideas or insights that emerged as a result of bringing diverse groups of people together?

I came to realize that people who are homeless are just a step away from all of us. It's like two or three months with no pay, and we could all be in that position, which means they're not that far away from home ownership either.

So [we] worked together to develop a homeless-to-home-ownership proposal that could take people through shelter life and into employment and into affordable rental housing and ... ultimately to become homeowners. We've had some success with that program and a lot of success cooperating on proposals.

Clearly the Pew Partners benefitted from pursuing and maintaining diversity in their collaborations. They did so not only by paying attention to demographics, but also by recognizing how important perspective and timing are in creating a truly diverse collaboration. Diversity brings a richness to the civic conversation that can only be achieved by encouraging and allowing for conversations and discussions to take place among an array of cultures, history, and experience.



"You have to make sure you get committed, smart, aggressive people. ... [It wasn't luck. [We picked people out] exactly for those qualities and had a hand in exactly who was going to be hired. Getting the right personnel is absolutely key. You can have all the good ideas in the world, but if you don't have anybody operating something to make things happen, you're going to have nothing."

Joseph Montoya

Principal Planner for the Community Development Division, City of Santa Fe

Santa Fe, New Mexico

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As you read these words, think about the images you (or others) might hold about collaborations—that they are consensus-driven, are form rather than substance, or are lost in some endless process. But the Pew Partners told The Harwood Group that strong leadership is needed to make collaborations work, that such leadership is tantamount to success. To those who may seek "leaderless" collaborations—or collaborations without strong leadership—the experiences of the Pew Partners suggest, "watch out!"

Listen to how the Pew Partners describe their leaders:

"saw the vision early on. ... the glue that pulled it all together"; "was more of an evangelist than an administrator"; "very bright and very capable and very dedicated"; "people with fire in their bellies."

A CORE GROUP

Most of the Pew collaborations, we discovered, usually were started by a small group of individuals. They came together around a kernel of an idea. Then that small group sought input on its idea, shared ownership of it, and rallied others around it. Here is the Eugene, Oregon, story as told by one of the collaboration's founders:

> *The more we [the core group] talked, and the more we shared ideas, the more excited we all started to get. ... We thought, 'how could we do this?' and 'what could we do?' and 'how could we work together to make this begin to happen?' We explored all kinds of things. We'd go out and talk to others in the community to see if anyone else was interested. ... And after two years we said, 'We've got to go for it. We've got to get the real thing going here. ...' We finally felt like we all shared the same vision.*

The role of the core group of leaders is vital to a collaboration. Why? A simple reason: collaborating is hard work and takes a Herculean effort to pull off. Some individual or group must assume leadership of the collaboration. Listen to how the Pew Partners describe their leaders: "saw the vision early on. ... the glue that pulled it all together"; "was more of an evangelist than an administrator"; "very bright and very capable and very dedicated"; "people with fire in their bellies."

Indeed, as people in the field talked about their collaborations, they suggested that collaborations that are left leaderless—or are handed over to a nebulous and ill-defined group to lead—flounder. When pointing out the need for strong leadership, the Pew Partners often said that it was critical to have "visionaries" or "champions" at the helm.

The Pew Partners also said that, through the core group, a variety of perspectives and skills emerge to breathe life into a collaboration. One person from Eugene, Oregon, viewed their core group this way: "We're all interdependent, but we each have a role to play." Some folks are dreamers, challenging the collaboration to think differently and to innovate; others offer reality checks on what the community really thinks or how it really operates; still others are doers, making sure the little things happen. All this occurs within a safe place to raise issues and concerns, to challenge one another. And although this leadership may change, as it did in some Pew collaborations as one phase of the collaboration ends and another begins, the importance of strong leadership never wanes.

WHO, WHO, AND WHO?

But who in a community can provide strong leadership? Is it merely people who hold official or well-known positions? Or is it about getting

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It's Not All Smooth Sailing

Strong leadership means just that, strong. Pew Partner leaders sometimes had to play hardball to keep their collaborations on track. Take these three examples:

In one community, leaders had to use money initially to get organizations around the table. They tied local funding to organizations' willingness to participate and attend meetings.

In another community, leaders established a strict attendance policy for board members. No matter who you are, or what position you hold, if you miss too many meetings, then you are off the board, period.

In another community, collaboration leaders made it very clear that elected officials who would not work in good faith with the collaboration would lose their support.

beyond the "usual suspects," almost to the exclusion of more "traditional" leaders?

Truth be told, when Pew Partnership collaborators spoke about the need for leaders in their core group (and as part of the overall collaboration) they made two important points. They said a collaboration needs both "traditional leaders" in the community, such as officeholders, business executives, or community foundation presidents. And a collaboration needs "non-official" community leaders that include neighborhood association members, people with substantive knowledge, and trusted neighbors, among others. Each type of leader can provide an important perspective and a different ability to make things happen in the community.

Without some so-called "power brokers" or "movers and shakers," as they were described in our interviews, we were told a collaboration will never get the "traction" and attention it needs to be successful. The Pew Partners were unanimous and adamant in their advice on this point: either be in a position of "traditional authority" yourself, or get someone on your team who is. As one man in Charleston, West Virginia, said, "Even one person can have influence as long as she has an advocate in the highest office."

At the same time, the Pew Partners warned, do not confuse this point as a suggestion just to bring the "usual suspects" around the table or, in an effort to "expand the group," to find more official folks who have not been as involved in such efforts before. Without reaching deeper into the community, the

collaboration may lack a kind of authenticity—that it is of the community."To really make something happen—I'm talking a sea change in culture—you need all [types of people] working together. We typically gather people with power and authority, but who don't have a lick of creativity, and they'll just maintain what is," recalled a collaborator from the joint Longview and Tyler, Texas project.

The importance of a healthy cross-section of folks from throughout the community cannot be overemphasized. As one Pew Partner of the Fargo, North Dakota/Moorhead, Minnesota, collaboration observed:

> *You need a cross-section. [Our] issue cuts across all sectors of the community, and you can't just focus on one sector and expect to have an impact. You've got to be able to involve all sectors. [The project] was a vehicle for all sectors of the community to come together and share and collaborate with each other on their shared vision, their shared goals. You couldn't have done that through any one organization or institution. There are some things that are not going to have much of an impact unless they are done collaboratively. You need a vehicle for people to come together.*

The Characteristics of Leadership

As the Pew Partners talked with The Harwood Group about the importance of leadership, a number of key characteristics emerged. These characteristics may not cover the entire range, but they do offer insights to think about.

Will stay around—Turnover in leadership, especially at the beginning of a collaboration, can prove disastrous. When core leaders leave, so too can the collaboration's focus, membership, morale, and credibility in the community. Leaders must be prepared to stay with the collaboration—at least until people feel that the collaboration reaches the end of one phase and the beginning of another.

Persistent and determined—Getting people to work together in new ways does not happen overnight, nor does it easily take root. New routines and habits often are slow in forming. Leaders must push relentlessly to make things happen and not give up in the face of adversity. Many Pew Partners talked about not taking "no" for an answer and about returning repeatedly to reluctant people in the community.

Credible and authentic—For collaboration leaders to work well within a community, they must be trusted and well respected. They should be seen as authentic, not only by other leaders, but also in the eyes of the community at large. Moreover, they must be approachable, open-minded, and interested in improving the community over advancing their own careers or pushing their own agenda. This is often easier said than done.

Well connected—At least some key collaboration leaders need to be well connected to resources like money, people, and ideas. This does not necessarily mean that they alone can tap into these resources but that they can get others to do it.

Passionate—If collaborations are so tough, then why go to all the trouble? That is where passion comes in. A collaboration leader must believe deeply in the idea she is championing, not only to attract others to join, but also to keep herself motivated. You should be able to "feel" the intensity with which your leader approaches this work.

"It took continuing to meet, continuing to give people an idea of what we wanted to do, of getting people to realize that we were all [after] the same thing and that there were holes in our programs that could be worked out with a common [effort]."

Susie Walsh

Program Coordinator, Networking For Youth

Eugene, Oregon

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In between and beneath the cracks of the stories and experiences of the Pew Partners, The Harwood Group could hear people talking about the importance of norms—the "rules" by which their collaborations work. They seldom did so in terms of wanting to create a "feel-good environment." Instead, they would make note, almost in passing, of how collaborations must pay attention to forming norms centered on getting hard work done. Some of the norms they highlighted were made explicit within their collaborations along the way, but even more remained unspoken and enormously powerful.

"We respected that each [member] organization had its own organizational self interests. ... Collaboration does not work for its own sake, I don't think. ... The goal [of the collaboration] is to get more accomplished, not to keep some sort of clean structure. I think that's why it worked. People did appreciate the need for each organization to have its own achievements."

Mike Loftin
Executive Director,
Neighborhood Housing Services
Santa Fe, New Mexico

CONCRETE INTANGIBLES

In our conversations, the Pew Partners revealed that some of the most difficult challenges they faced in their collaborations were not in doing the actual work (e.g., providing family services through local schools or mentoring kids) but in getting people to work together. The Pew Partners in Rapid City, South Dakota, told the story of having to figure out how to work together before jumping headlong into the work. According to one Rapid City, South Dakota, collaborator:

> *At first it was very much a struggle. ... We didn't trust each other. I think it's natural and normal that, when you don't know someone very well, when you don't know their organization and what their beliefs are and what their values are, that until you become aware of all those things, it's just human nature not to develop that trust. It took months for us to get to know each other and develop that. ...*
>
> *I think when we got into it we thought it would 'just happen,' but we found out right away that it was tougher than that. ... I think we had to sort of hit a wall in making things happen before we could start looking at why we weren't proceeding, why we weren't getting things done, why we were not communicating very well, and take a step backwards and develop the relationship[s].*

Even if members of a collaboration completely agree on their mission and goals—which is a major task in itself—they may have a hard time finding common ground on how their group is to work together. "If you're just doing a project for your [own] organization, there's a lot of accepted norms which you follow," recalls one man from Fargo, North Dakota/Moorhead, Minnesota. But what is true for a single organization may not be true for the work of many.

The Pew Partners told us that norms must form around some very basic areas—how to run meetings, how people communicate with each other, what values are important. Many of us may have had some kind of an experience with a collaboration or organization or other group that did not address such areas—which often can mean that counter-productive norms are allowed to fester, turn into problems, spiral out of control, and prevent a group from focusing on its mission and goals.

TURF BATTLES AND SELF-INTEREST

All of the Pew Partners also wrestled with how to get over the inherent sense of competition and turf battles that so often riddle collaborations—the worrying over sharing funding sources, hoarding credit, even being put out of business. The Lane County Consortium in Eugene, Oregon, which was dealing with mentoring programs for youth, faced their own serious issues of competition when they first began. One woman there told us:

What's In It for Me?

Collaboration is about working together with others, but that does not mean you push your self-interest under the table. We learned from the Pew Partners that a great motivator and necessary component of any collaboration is the ability to bring benefits back to one's own organization, or even to derive benefits for oneself. Here are a few examples:

Several collaboration members report learning new professional skills that they can apply to their other work—how to write grant proposals, the ins and outs of certain regulation requirements, ideas for networking, etc.

Some organizations report improving their internal procedures or learning more efficient ways of doing things because they were introduced to new ideas and practices in the collaboration.

Many organizations found themselves with more funding opportunities. In some cases, organizations applied together for grant money. And in at least one case, a collaboration used its clout to apply for and receive grant money for smaller, individual organizations that could not have gotten the grant on their own.

Some people saw their stature in the community rise.

It was actually very difficult at the beginning to break down some of the turf barriers. ... You realize all these [mentoring] programs are basically looking for the same type of volunteers, competing for the same dollars ... and staff people. So we had trouble getting some [organizations] to the table. ... It took [Executive Director] Joe Berney a year and a half to calm their fears and ... reach common ground.

Even though these challenges sound like simple things to "fix," they relate to how people see their individual role or organization and their connection to others in the community. Indeed, what does it mean for an individual or organization to maintain independence and still work with others toward a common goal? Much of this is about norms. Here is how the Santa Fe Affordable Housing Roundtable looked at this issue:

We respected that each [member] organization had its own organizational self interests. ... Collaboration does not work for its own sake. I don't think. There's a lot of bull— out there on that. It's an apple-pie type of thing. No one's going to talk against 'collaboration.'

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"It takes work. It takes time. It takes this being built into your schedule and your being. And that's very difficult when it isn't scheduled for you. It takes a consciousness, an ongoing desire. [Without working on norms] it all falls apart. It's like you have to start all over again."

Melanie Flatt
Associate Director, Youth and Family Services and former Director of Girls, Inc.
Rapid City, South Dakota

But I think we all knew that each organization had to do [its own work] better, that each was accountable to its own board. If the Roundtable didn't help them do that, then it wasn't going to work. People would start dropping out.

I think the Roundtable tolerated a degree of competition within its membership but made sure it didn't get nasty and made sure collaboration could occur. ... The goal [of the collaboration] is to get more accomplished, not to keep some sort of clean structure. I think that's why it worked. People did appreciate the need for each organization to have its own achievements.

Allowing for self interest—that is how most Pew Partners managed inherent competition. That is not to say that folks involved in the collaboration were not also motivated by a sense of the larger public good. But they themselves were there to get something out of the collaboration too. One of the collaboration leaders from Charleston, West Virginia, explained it this way:

The biggest thing you've got to tear down is turf issues. All of [the member organizations] have their own niche and territory, and they are afraid that if someone else sets foot in that territory then you become a threat to them and their funding sources. ...

You've got to put something on their plate for them. You've got to show them that one way or another this is going to be a benefit for them. ... If you keep them around long enough then eventually the successes will come out of the collaboration and the sharing will take place. ... There are going to be benefits to everyone. And when they see that benefit, they will then turn around and be the biggest barnstormer for collaboration. And that word of mouth, that inter-agency interaction, is what brings about the acceptance of the entire concept [of collaboration].

Some Pew Partners contended that if "power can't or won't be shared," then perhaps collaborating is not the way to go.

LET IT UNFOLD

While The Harwood Group interviews suggest that how people work together must be at the forefront of everyone's mind, Pew Partnership collaborators did not see building norms as some touchy-feely process, or even necessarily as an agenda item. As one Pew Partner from Eugene, Oregon, put it, "We just did it. I don't think there's a textbook answer. ... You can't write it in a manual." So while it is true that it is not a linear process, or that there are no "recipes," there are ways to learn and experience collaboration.

The Pew Partners describe learning to work together as something that unfolds over time, that grows out of being together, their conversations, their

Norms to Grow By

Here are some examples of the types of norms collaborations need to focus on:

The idea—The mission of the collaboration serves as the sense of common purpose for the collaboration. Continually refer back to the purpose of the collaboration and remind folks why they got involved.

Maintain independence—Groups that participate in collaborations must be allowed to maintain their own identity even as they become a part of the collaboration.

Offer palpable benefits for participants—The Pew Partners say they gained new skills and insights from collaborating that helped them do other work outside the collaboration better than before.

Choose groups and people with a willingness to bend and learn—Working together means being able to see other perspectives and points of view. Groups and people who are rigid or insist "I'll do it my way" are less likely to build trust or figure out the best ways to proceed. Check early on if collaboration participants are flexible.

Tell it like it is—Honest communication helps collaborations work more as a team and less like a bunch of loosely affiliated citizens and organizations. For example, encourage people to share successes, as well as failures, in order to build trust.

work in the collaboration. What emerges is, in part, a set of "rules"—sometimes explicit, other times unspoken—about a way of seeing what it means to be part of a collaboration.

The Pew Partners assert that norms are the glue that hold a collaboration together. This point cannot be overemphasized. But in a collaboration's rush to show results, building norms can get lost. The failure to think about and act on norms inevitably can undermine a collaboration's efforts. As one person from Rapid City, South Dakota, pointed out:

> *It takes work. It takes time. It takes this being built into your schedule and your being. And that's very difficult when it isn't scheduled for you. It takes a consciousness, an ongoing desire. [Without working on norms] it all falls apart. It's like you have to start all over again.*

Finally, in one interview after another, we heard that once people got used to working together and built a sense of trust in each other, they began to look out for each other's interests, even in areas not related to a collaboration's work.

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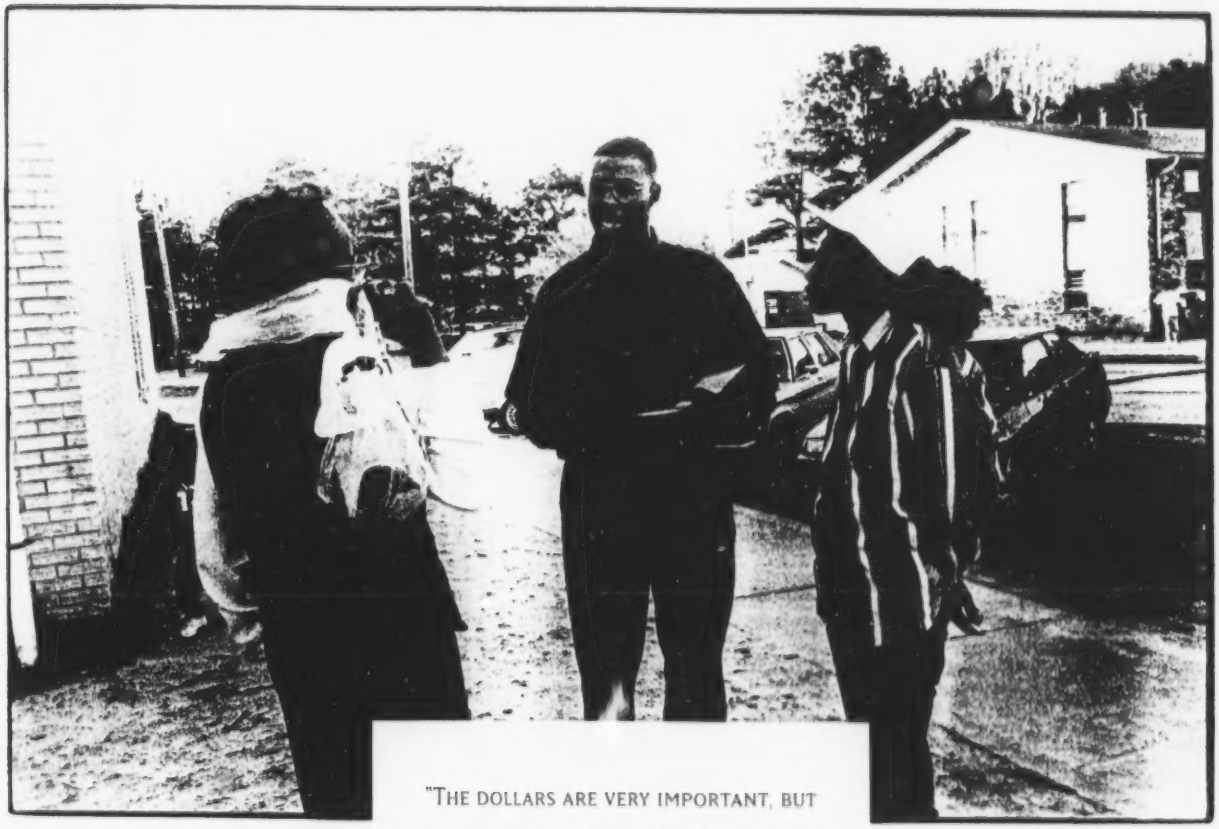

"THE DOLLARS ARE VERY IMPORTANT, BUT GETTING THE GRANT REALLY REINFORCED THAT WE'VE GOT A PROGRAM THAT'S REALLY WORTH SOMETHING."

Dave Morrison

Plant Manager, Procter and Gamble

Albany, Georgia

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When an outsider with money comes to a community to support a local collaboration, a litany of questions may be asked: "What do they know about this community?" or "Are they going to tell us what to do?" Certain expectations may come too, such as, "They are going to make our community better?" or "Just tell us what to do!"

But the Pew Partnership initiative shows that neither path need be taken and that, perhaps contrary to conventional wisdom, money may not even be the most important resource that an "outsider" brings to a community.

"The project helped us see that we had a winning idea."

Lisa VanWinkle
Communications Program Manager,
Oregon Public Affairs,
Weyerhaeuser Co.
Eugene, Oregon

BEYOND MONEY

Throughout The Harwood Group's conversations with the Pew Partners, a pattern emerged about the role of the Pew Partnership. Perhaps surprisingly, while money was viewed as being important, people talked much more about the larger value that the Pew Partnership brought to their communities.

They said that the Pew Partnership acted as a catalyst or sparkplug, encouraging them to take risks, to pursue real change. Rather than having to meet a lot of picayune requirements, the collaborations had a lot of room to be creative in their work. One woman from Eugene, Oregon, said it was important that the Pew Partnership "didn't force us to do it 'their way,' as that would have made them alter their plans just to get the money, rather than to do what was really needed locally.

The Pew Partnership provided, as well, a badge of honor to many of the communities. "The Pew grant, overall, in my mind was the major breakthrough here in this community that said 'we are doing things right,' one man from Albany, Georgia, declared. He continued:

> *We started then to realize, 'we're not all that bad, and in fact, in some cases we're leading edge on some good things that we're doing. ...' Previous to getting that grant, quite honestly, we were thinking, 'My goodness, we've got this huge mountain to climb; we're way behind everyone else who's climbing it; are we ever going to catch up? ... It was the recognition [that did it]. The recognition that we would earn those dollars and earn the right to get them. It's morale. The dollars are very important, but getting the grant really reinforced that we've got a program that's really worth something.*

Having a national institution recognize their work signaled to others in the community, and to the collaborations themselves, that they were worth investing in. There is indeed value in the power of a badge of honor.

Indeed, some collaborations said they would not have been so ambitious if it were not for the Pew Partnership showing genuine interest in their communities and pushing them to think big, to "get our heads out of sand" as one Pew collaborator said. Another person from Fargo, North Dakota/Moorhead, Minnesota, remarked about the Pew Partnership's interest in them: "Other people are looking at you and saying, 'Hey you, you've got some good ideas there. We applaud what you're doing, and we're going to help you do it."

BUILDING NETWORKS

The collaborations said that one of the most important steps the Pew Partnership took was to build a national network of fellow travelers. The Pew Partners got together twice each year for three years to attend workshops and share ideas with each other. Some people within the community

A Note About Money

What do collaborations really need when it comes to financial suppport? How can you get more mileage out of your grant money? Whether you are writing a grant proposal or funding one, consider these ways to use money:

Lay the foundation—Are you using grant money to do needed up-front work? The Pew grant allowed collaborations to focus on the bigger picture at the beginning rather than worrying about early results. The Pew Partners said this allowed them to think strategically and garner support throughout the community.

Leverage—Are you positioning existing grants as "insurance" or "collateral" to attract and gain the trust of other grantmaking organizations? The Pew Partners said that the Pew Partnership support took a huge burden off of the collaboration. They had more time to dedicate to the collaboration itself because they were not constantly scrambling to raise funds. But beware! They warn that you should start laying the groundwork for future funding or you could find yourself high and dry before you know it.

Nuts and bolts—Are you paying attention to overhead, rather than pretending it is not there? The Pew Partners said it is relatively easy to get program money, but nearly impossible to get operating costs covered. Having money for administrative purposes and programs freed up collaborations to focus on the substance of their work rather than worrying about keeping the lights on.

Sustain good work—Are you able to finish what you start? Start-up projects get a lot of attention because they are new. But to remain successful, they need sustained funding.

collaborations believe this work was even more important than the money they received.

But people's enthusiasm about such a network did not always exist. At first, many collaboration leaders told us, they were reticent about getting together with other collaborations to share ideas and lessons. But in retrospect, most said, building networks has had far greater staying power than money. Not only did collaborators swap stories and practices, they produced relationships that will last beyond the grant period. "At first I thought we'd have no commonalities with the other sites," one woman from Charleston, West Virginia, observed.

But then I realized that we all face the same issues, we all compete for money, we all are peers. ... It made me think about the world differently. It hit me that you could have blindfolded us and

"At first I thought we'd have no commonalities with the other sites, but then I realized that we all face the same issues, we all compete for money, we all are peers. ... It made me think about the world differently. It hit me that you could have blindfolded us and have taken away our accents, and you would not know we were talking about different cities."

Kim Barber Tieman
Director, Family Resource Centers and AmeriCorps Director,
Community Council of Kanawha Valley, Inc.
Charleston, West Virginia

have taken away our accents, and you would not know we were talking about different cities.

The Pew Partners told The Harwood Group that the network provided them space to reflect about what they were doing and why they were doing it. They used the time with the other communities to step back from the day-to-day grind and focus on the big picture, to learn from their past experiences and to plan for the future, to connect their experiences with those of others. This caused them to stretch their thinking.

Our interviews also revealed that through network-building, people found new funding sources. Many Pew Partners insist that the grant, and the people they met through it, opened previously locked funding doors for them. One person from Western North Carolina observed that prior to receiving the Pew Partnership grant, "[other funders] would have laughed at us before, but now we can get money from them."

Because of the network, people told us they came to understand that they were not alone, that they were part of something larger than their own local collaboration. As one Pew Partner from Rapid City, South Dakota, put it:

A lot of this we had to figure out ourselves. But once we got together with other communities it seems we got ideas. We said, 'Look what they're doing. Gee, maybe we should try that, or a variation on that, here.' It was just a think tank, so to speak, for similar communities. It seems like you got a larger perspective on the world rather than being focused on [only our] problems and concerns. It was sort of a selfish view of Rapid City, South Dakota, before this project, very self-oriented, and this allowed us to pull away and see more of a national perspective.

Would-be supporters of collaborations can learn from the Pew Partners how they can best help. They tell us that they value things like encouragement, recognition, flexibility, reflection time, and networking opportunities in addition to financial support. Being an outsider does not imply being a disinterested second or third party. Rather in the case of the Pew Partners, the term *partners* was realized.

What Does "Outsider" Really Mean?

The Pew Partners said the key to the Pew Partnership's success was not that it was from out of town, but that it was an effective catalyst. Such catalysts often come from within communities too. Here are some of the roles they can play:

Sparkplug—helps groups generate new ideas, innovate, and push beyond old boundaries.

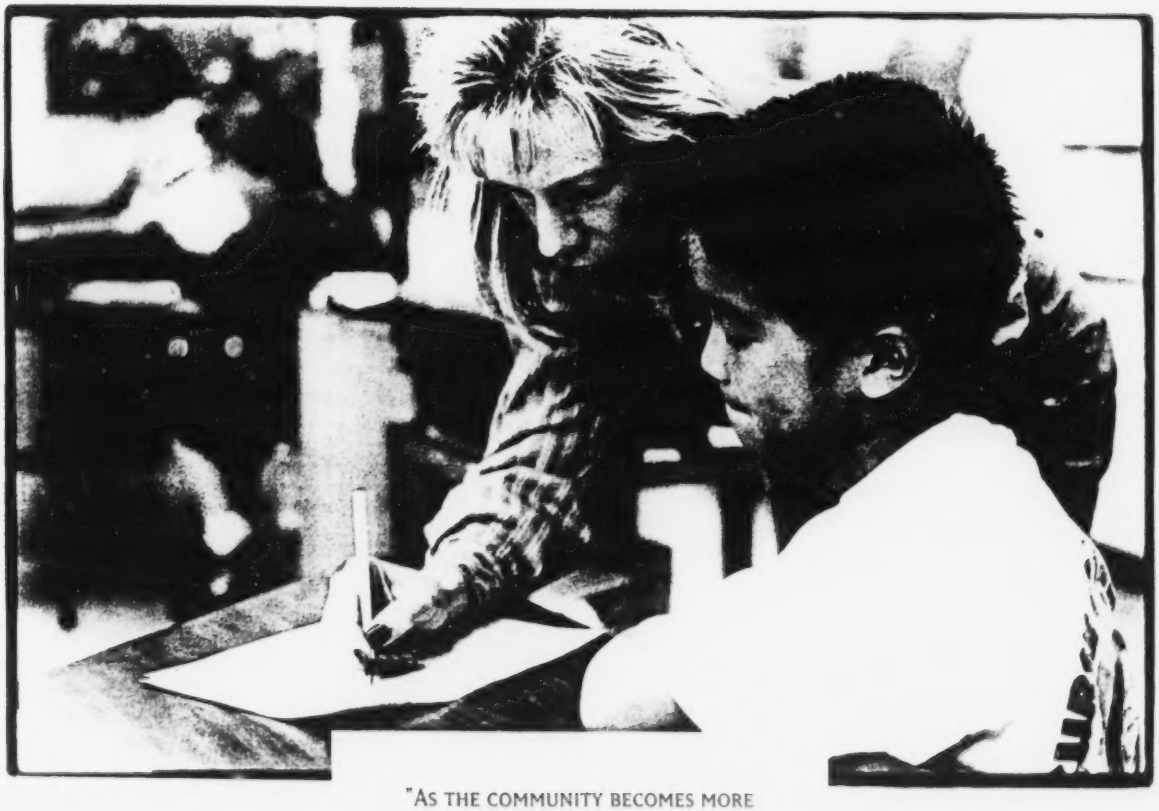
Convenor—brings groups together and provides time and space for people to talk and listen.

Networker—connects groups with others inside, and outside, their town or area.

Facilitator—keeps conversation and logistics on track.

Booster—sees community potential in new ways.

Partner—willing to take the risks and celebrate the successes.



"As the community becomes more educated, I think you end up with a healthier community that takes responsibility. Not just looking out for number one but looking out for the whole community."

Pam Teaney Thomas

Rapid City School District Youth Development Coordinator and Co-chair, S.A.V.E. Rapid City

Rapid City, South Dakota

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Listen to the Pew Partners talk.

As they look back on their experiences, most of the collaborations now wish they had more direct contact with their communities. Even though they often worked hard to keep in touch with people outside their collaboration, most feel they should have done more. But why?

What are these Pew Partners after?

"While we were very fragile to begin with, it's like trying to stop a tidal wave now. ... The teachers, the principals, but more importantly, the parents in the community in general, can see that they can make a difference. They are empowered and ... if we [at the Community Partnership] were to all evaporate tomorrow, they would just find another way to have their say and to make a difference."

Jo Granberry
Executive Director,
Albany/Dougherty Community
Partnership for Education
Albany, Georgia

TALKING AS PEOPLE

The Pew Partners told The Harwood Group that they spent most of their time communicating with the community in traditional ways—press releases, advertisements, brochures. The goal: get people to attend a meeting; prompt them to donate money; make them believe.

But, as some Pew Partners hinted, communicating with the larger community is not the same as forming a relationship with it. Most of their communications activities usually treated people as recipients of information, as needing to be informed or educated or convinced; to "talk at" people. A relationship, in contrast, is more give and take, push and pull. It includes informing and educating citizens, but it does not stop there. It also means to engage the community—all parts of it—in a conversation about what the collaboration is up to so that people can become an integral part of it. Even more, it means entrusting others to bring the work of the collaboration into the fold of the community so that it becomes a part of the community's everyday life.

LISTEN UP

Some Pew Partners indeed tried to build a relationship with their communities. Instead of toiling away in the community's honor, or simply surveying people's needs and demands, these collaborations worked with community members to do some of the hard thinking and doing too.

The Pew Partners told us they learned *from* the community at times, as well as the other way around, that engaging citizens helped keep the collaboration working for the good of the community, rather than for its own sake. And that it helped to steer the collaboration toward challenges of utmost concern to the community. One man from Fargo, North Dakota/Moorhead, Minnesota, warns, "Do you know everything about every issue that you deal with? I think that you really need to work with the folks who are affected by it. ... You learn yourself ... as to what kind of changes need to be made. ... Unless you hear first-hand, then you don't really know."

Engaging people has come in a number of forms for the Pew collaborations. Some Pew Partners wanted to hear program ideas from people throughout the community and for the larger community to step in as volunteers or potential leaders. Recall the story about folks in Western North Carolina who spent months traveling around the region to convene people in small towns. They involved the community in planning the specific goals and activities of the collaboration and recruited people to serve on committees and the governing board. Other collaborations wanted to get feedback from the community on how well their collaboration was doing; these Pew Partners looked to the community as a sort of accountability system.

Why Bother?

Here are some questions to help you figure out just what kind of relationship you may want and need with the larger community.

What are our reasons for engaging the larger community? To educate people about something? To learn from them? To engage people in the work of their community?

What role does the larger community play in sustaining the work of the collaboration? As volunteers? As potential partners? As future leaders? As funders?

Why might we need to hear voices from throughout our community? To fill out an idea with currency? To hold us accountable? To marshal resources? To learn?

How do folks in this community communicate with each other? What language resonates with people? Where do they meet to really sort things through?

But many Pew Partners told us that they were so swamped in day-to-day activities that they had little time to be strategic about engaging the community. "Some of us are too busy working to even think about what we're doing here," said one woman from Albany, Georgia. Indeed, most of the collaborations suggested that they are not necessarily used to engaging others in their community in the form of a relationship.

BECOMING OF THE COMMUNITY

Here are examples of how three Pew Partners explored a different kind of relationship with their larger community.

The Affordable Housing Roundtable in Santa Fe, New Mexico, designed its outreach to the community to engage two groups: those who could help get more people into more affordable homes—bankers, builders, and the like—and residents who needed homes. But they said that their real goal was about much more than increasing housing stock. They hoped to help build bridges between native (and often displaced) Santa Feans, and newer (and often wealthier) residents by illustrating that the two groups shared common values such as safety and respect. Housing was the means for helping different groups of people learn how to live together better.

"I'd really hope that Networking For Youth is just the way we do things here ... that it is a community-owned and -operated function that agencies, service organizations, and business people all participate in voluntarily."

Margaret Nichols
Superintendent of Schools
Eugene, Oregon

In Charleston, West Virginia, the Pew Partners wanted people to know about the available services in their school-based Family Resource Centers. But even more important, in their view, was that they expand people's view of how schools connect with the larger community. They sought to blur the lines between those who educate and those who get educated. One man from Charleston, West Virginia, explained their desire this way: "The [Family Resource] Centers have truly evolved as the community has wanted them to evolve. We're not trying to be the grand orchestrator of these things ... the interaction between the different parties and the groups and the people in the community."

A second Pew Partner from Charleston, West Virginia, stressed the importance of engaging young people directly—not only so they will use the Centers, but so they will come to believe that schools are about more than just teachers and classrooms—that they are a vital community center. "Young people hear [about the Centers], and it becomes the natural order of things," he said.

The S.A.V.E. Rapid City group wanted to cut down on violence in their community, but they also hoped to change how people think about the relation between violence and themselves. "When you look at violence prevention, it isn't just teaching people what is violence and trying to stop it. ... [It's] much bigger ...," said one woman there. She continued:

> *[It's] not just getting people to take a stand. ... It's [about] an investment in your community and young people. ... As the community becomes more educated, I think you end up with a healthier community that takes responsibility. Not just looking out for number one, but looking out for the whole community.*

Many Pew Partners had a tough time putting their fingers on just what was required of them to truly engage a community, but if you listen closely enough you can hear an emerging idea about what it could mean. Something about being seen as a part of everyday life rather than as something extraordinary or special. About creating new conditions for how public business gets done. About forming expectations for future generations about how their community needs to operate. About citizens taking on the work of the collaboration as their own.

LEAVE YOUR EGO AT HOME

While many Pew Partners struggled to define what it means to form a relationship with the community, they were in universal agreement on the worst reason to form such a relationship: to get recognition for themselves. As one man from Santa Fe, New Mexico, put it, "Don't put your ego into the [collaboration] organization. Put it into social change; keep your eye on that.

How Are Your Relationships Within the Community?

Here are some questions to help you assess how your relationship with the larger community is playing out.

What do you know about what folks from throughout the community want for it and how that fits with the work the collaboration is doing? How do you know what you think you know?

How are you actively learning from the community? How is that learning ongoing? How is the learning informing the mindset, the approach to the work of the collaboration?

To what extent have you integrated building and maintaining a relationship with the community into your everyday work? To what extent are you literally building relationships with people rather than just "getting input" from them or "marketing" to them?

If the official structure and activities of the collaboration were to go away tomorrow, to what extent would the community take on its mission or work as its own? What kind of imprint would the collaboration have left on the community? Why is that?

The organization is only a tool for achieving the end goal."

Although the Pew collaborators said accolades feel good and can be helpful in drumming up future funding, collaborations should avoid needless and self-serving posturing. One executive director said she gets at least two calls a week from around the country asking for advice. People know to call her from the national press attention the collaboration has received. She said, "It is flattering to be noted, but the more important thing is sharing ideas and meeting fellow travelers. ... I learn things [from them], too."

Some Pew Partners even told us that they tried to remain "invisible" in doing their work, seeking to stay behind the scenes and giving the credit to participating organizations. So in the Eugene, Oregon, Networking For Youth mentoring program, young people may not necessarily know which organization helped them get a mentor, just as families in Charleston, West Virginia, may not be aware that the Community Council of Kanawha Valley is at the helm of some of the Family Resource Centers. One Pew Partner from Western North Carolina explained, "You can't pretend to be above everyone. You just go and do. ... The reality of life is that you have to be there as a partner, and you gotta be subjugated sometimes as a leader."

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"CERTAINLY OTHER PEOPLE COULD HAVE [CREATED HANDMADE IN AMERICA] YEARS AGO, BUT OTHER PEOPLE DIDN'T DO IT. I'M ONE OF THOSE FOLKS WHO THINK TIMING IS EVERYTHING AND LUCK HAS A LOT TO DO WITH IT."

Jerry Plemmons

Director of Energy Conservation,

French Broad Electric Cooperative

Western North Carolina

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Tick-tock, tick-tock, tick-tock. The clock is always running. Civic initiatives must "fix" a problem within a year, six months, by tomorrow. To tell the truth, yesterday would have been even better. But the Pew Partners told us that such thinking is wildly off, if not dangerous at times. Communities have natural rhythms of their own, and civic projects based on time lines and funding cycles that ignore these natural rhythms are much less likely to succeed. Collaborations, like any civic initiative, must figure out the tension between wanting to move full speed ahead and understanding a community's own time.

"Some events were fortuitous, but we took advantage of the timing."

Tom Mullins
President and CEO, Tyler Economic Development Council and Tyler Area Chamber of Commerce
Tyler, Texas

FORCED TIME

Those who suggest a community can change the way it works together, or solve a seemingly intractable challenge in a relatively short period of time, set false expectations that can serve only to deepen frustration about a community's ability to take effective public action. One person from Albany, Georgia, put it this way: "I'm the most patience-impaired person you've ever seen, but you just can't 'force it.'"

Indeed, several Pew Partners questioned whether even a three-year grant is enough time to see a collaboration through. Most of the Pew collaborations observed they were "just hitting our stride," "on the verge," "at a crossroads," or at "a critical juncture" after their three years of heavy lifting. A Western North Carolina woman captured this sentiment when she said, "Part of me says HandMade could fold up and go away, but this needs ongoing nurturing."

People within the collaborations do not think of themselves or their work as being behind or slow. Rather, they argue that time is a key factor when dealing with communities in change. "This is one of those projects where you cannot leave it," asserted a man in Fargo, North Dakota/Moorhead, Minnesota. "You have to have an ongoing effort in place or after awhile you revert back to the same situation that existed here a while ago, before we got into the project. So I think there has to be some sort of maintenance of effort," he said.

GOING WITH THE FLOW

The work of a collaboration requires a sensitivity to community rhythms, because it tends to focus on the basic facets of a community's life, which can be some of the most difficult challenges to tackle. Addressing these challenges cannot take place overnight, or by issuing fiats, or by simply pulling those who need to work together into a room.

Throughout these pages, you can hear the Pew Partners refer to their communities' rhythms. Recall the person from Rapid City, South Dakota, who said that it took "months" for people to find ways to work together, and another in Eugene, Oregon, who spent an entire year and a half overcoming competition between collaboration members. The same is true with ideas with currency. Even after an idea forms, it must be tested, explored, fleshed out, and that does not happen in forty-five minutes over a quick lunch. In Western North Carolina they spent a year or more to work across their region to flesh out their idea. Think about learning and measuring success. We say in this study that effective collaborations constantly are reflecting on their work, diagnosing their situation, adjusting and following what unfolds after their course corrections. Then the process begins anew. If collaborations are to take this approach, then there must be room to let it unfold.

What is more, it takes time for people—each of us as individuals—to see a challenge through a new lens, to change our own mindset about what it means to work together, to create a safe environment in which learning and adapting is prized. A Pew Partner from the Longview and Tyler, Texas, joint project recalled, "It has taken [us] three years to get where [we're] at. And it took a lot of walking and talking and visiting."

Indeed, think about how hard it can be to learn a new way of doing something, after years in which old habits have taken deep root. Such changes, especially in the context of a collaboration, require repeated trial and error, lots of contact, undoing old habits. None of this happens immediately or without some fits and starts. According to one Pew Partner from Rapid City, South Dakota, "[It takes so long because] we're all horribly independent and self-centered and self-sufficient, and most don't want to sacrifice. And [collaborating] all calls for some of that." He insisted:

> *You've got to sacrifice your time and your talents and your treasures in order to make something like this happen. ... [Colla'boration] is like a plant. You plant the seed, water the seed, have a good environment for it to happen. Pretty soon a little shoot comes and then the plant begins to grow. After a little while the plant begins to produce fruit, but it does not produce microwave fruit. It takes awhile for it to come together.*

UNDERSTANDING COMMUNITY RHYTHMS

Each community will have its own set of ongoing rhythms that are in play long before a collaboration takes life and that will continue long after a collaboration ceases to exist. A collaboration itself begins and ends in a community at a particular point in time, and must be placed into the larger horizon of time in which a community lives. Understanding the nature of a community's rhythms must serve as the context for setting the goals, time lines, and work of a collaboration.

The Pew collaborations told us much about how the different context in each community drove their work. According to folks in Longview and Tyler, Texas, community rhythms worked in their favor in some cases and against them in others. On the one hand, the collaboration was able to get off the ground because "critical pieces" all fell into place simultaneously—newly elected leaders lent their support, communities had innovative types of loan funds available, neighborhoods received block grants, and citizens started taking more ownership of their neighborhoods. All these conditions created fertile ground to set up joint leadership training and separate "neighborhood navigator" programs in Longview and Tyler. "Some events were fortuitous, but we took advantage of the timing," recalled one Pew Partner there.

"[Collaboration] is like a plant. You plant the seed, water the seed, have a good environment for it to happen. Pretty soon a little shoot comes and then the plant begins to grow. After a little while the plant begins to produce fruit, but it does not produce microwave fruit. It takes awhile for it to come together."

Philip Fike
Former Pastor,
Westside Baptist Church
Rapid City, South Dakota

On the other hand, the ground was not so fertile for strengthening regional ties between the two towns. The collaboration had hoped to "build bridges" between Longview and Tyler, but decades of competition and "feuding" between them was just too much to overcome in their few years of work. One man from the Longview and Tyler, Texas, joint project, concluded, "It wasn't time yet. That doesn't mean we quit; it just means that during that period we failed. ... You just try to learn and you keep plugging away, and you try not to be stupid about it. ... Someday we'll get there. ... It takes as long to fix it up as it did to foul it up."

The Pew Partners learned from experience that bringing about meaningful change in a community is a long-term proposition. That change does not follow a straight and clean path, but rather comes about by going up and around various loops and curves and over bumps. And progress often follows community time rather than professional or personal time.

This Harwood Group study suggests that collaborations that can create the conditions for planned serendipity can tap people's imaginations and produce a renewed sense of possibility. With these key factors in play—factors like ideas with currency, measuring success with learning, and building a relationship with the community—collaborations can play a central role, providing the context and spark for both thinking and action in their communities.

Know Where You Are in Time

Questions to ask yourself before you begin collaborating and again as you work:

What is the history around people and groups working together in the community? What might that mean for your collaboration?

What is the history around this challenge in the community? How have people tried to work on it in the past? What lessons or insights can you draw from those experiences?

How many civic efforts has the community gone through? Is the community fatigued? Ready to go? How can you tell?

How ready is your community to change? How can you tell? What needs to happen first?

How long do you need to have your idea take root?

What kind of planning time do you need before you start "doing" anything?

How accustomed are people to working together? How were old habits formed? What might folks need to learn about working together?

What's people's sense of time in the community? What are the natural rhythms folks follow? How do they measure progress—in terms of years, projects, generations?

At what point will you need to see and feel progress for you to feel successful? How will you keep yourself motivated if that doesn't happen?

What opportunities are there for people to talk about and explore this issue? What further opportunities might you need to create?

METHODOLOGY

The observations made in this report are based on interviews that The Harwood Group conducted with people from communities that received a three-year community problem-solving grant from the Pew Partnership.

The Harwood Group spoke with people from nine of the fourteen Pew Partnership communities. The nine communities are:

Albany, Georgia

Charleston, West Virginia

Eugene, Oregon

Fargo, North Dakota/Moorhead, Minnesota

Longview, Texas

Rapid City, South Dakota

Santa Fe, New Mexico

Tyler, Texas

Western North Carolina

The communities were selected based on geographic location, size of community, and representative nature of local operating structure. Communities also were selected to allow comparisons of collaborations that worked on similar issues and to ensure that a range of issues was covered.

In each community, The Harwood Group talked with approximately eight people, including the executive director, people involved in various stages of the collaboration, and about four people not involved in planning the initiative or in its day-to-day operations and activities.

A total of sixty-five telephone interviews were conducted during August-October 1997. Each interview lasted approximately forty-five minutes, was conducted by a trained interviewer, and was audiotaped.

The Harwood Group is a lab for public innovation that works to understand the essence of society's complex challenges and how to create effective action. This nationally-known, public-issues research and innovations firm is headquartered in Bethesda, Maryland. Richard C. Harwood is its founder and president.

PHOTOGRAPHY

Documentary photographer, Rob Amberg, captured the images in this report on location in Pew Partnership communities. Amberg specializes in social-issues work with nonprofit organizations and philanthropic foundations. He has won numerous awards for his work. Most recently, Amberg and writer Sam Gray were recipients of the 1998 Dorthea Lange/Paul Taylor Prize from the Center for Documentary Studies at Duke University.

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Children on playground in Fargo/Moorhead area.

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Women hook rugs using traditional patterns in Western North Carolina.

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East-Asian refugees make their home in the Fargo/Moorhead area.

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Academic-intervention program in Albany, Georgia, raises students' grades and expectations.

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Craft artist welds contemporary designs in her Western North Carolina studio.

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Community leaders coordinate youth-service programs with residents in Pine Bluff, Arkansas.

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Children attending Fargo/Moorhead area schools speak thirty languages at home.

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Woodworker selects materials in Western North Carolina.

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"The lessons of collaboration from the Pew Partnership apply to us all. *Planned Serendipity* is truly a primer of best practices in building community."

Frances Hesselbein
President and CEO,
The Peter F. Drucker Foundation for Nonprofit Management
New York, New York

"This is a must read for aspiring or seasoned community builders. We have all been frustrated in some phases of the collaborative process. This piece helps to keep things in perspective and inspires our search for best practices."

Henry Izumizaki
Executive Director,
Eureka Bay Area
San Francisco, California

"*Planned Serendipity* is an invaluable guide book and resource for the community-building field. The Pew Partnership and the fourteen communities have broken new ground on ways to engage citizens and act collectively on the most important issues of the day."

James O. Gibson
President,
DC Agenda
Washington, D.C.

"Communities, schools, and families constantly ask us exactly what collaboration is and exactly how to make partnerships work. *Planned Serendipity* powerfully details the "magic" that creates collaborative partnerships, changes lives and the way the communities work. Anyone involved in building partnerships will find reading this report to be one Aha! after another. It's practical, right on target, and real."

Catherine Jordan
Program for Refining Educational Partnerships,
Southwest Educational Development Laboratory
Austin, Texas

"The Pew Partnership has done our national community a great service by outlining the ways groups of citizens across America are working together to address the difficult issues facing our nation. *Planned Serendipity* reminds us that all worthwhile progress is the result of a powerful idea that captures and motivates and inspires action by individuals."

Mayor Joseph P. Riley, Jr.
Charleston, South Carolina

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